1978 Index of Features

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A classified guide to all major features
and other selected items published this year

AS A SERVICE to our many subscribers who keep back issues of *Administrative Management* for reference, and as an aid to librarians, we have published this detailed index of features for 1978. It lists all major articles published this year, as well as selected smaller items from regular columns such as Personnel Problem Clinic, Word Processing, and others. Single copies of articles from back issues of *A/M* may be obtained through our Reprint Department. Articles appearing on one or two published pages—$1. Articles appearing on three or more published pages in *A/M*—$2. To order or to obtain further information, such as quantity prices, contact Mrs. Aileen Ryan, Reprint Department, *Administrative Management*, 51 Madison Ave., New York, N.Y. 10010, or call (212) 689-4411.

In addition, individual issues as well as annual volumes of *A/M* are available in microform through University Microfilms, 300 North Zeeb Rd., Ann Arbor, MI 48103.

DATA PROCESSING

Breakdowns in Your Computer System Shouldn't Put You Out of Business—Here's a guide on what actions you can take; by Alan Hoffberg, contributing editor (EDP Perspective, Sept., p. 112).

Coming to Grips With Distributed Processing—Breakthroughs in the miniaturization of electrical components have brought to the competitive market many pieces previously missing from the DDP puzzle; by Alan Hoffberg, contributing editor (May, p. 52).

Computer Scapegoat—As with simpler equipment, employees must learn to accept responsibility for mistakes they make on computers; by Alan Hoffberg, contributing editor (EDP Perspective, Jan., p. 110).

Computer Systems: Centralized or Dispersed?—Corporate executives responsible for the EDP function may well ask: "Would a different form of organization solve our problems?" by Norman Statland, national EDP director for Price Waterhouse & Co.; (March, p. 57).

Defense Data Base—Corporations can reduce product liability problems by creating a 'defense data base' of all information on product-related activities from design to marketplace (Memo, Feb., p. 13).

DP in Government is Shockingly Mismanaged—Study shows investigative teams have found that the U.S. government's computer system is not equipped to face the opportunities of the 1980's (Sept. p. 26).

Explain What You Want or Take the Consequences—Top management must define what it wants from its DP department and manager; by Herbert Halbrecht, president of Halbrecht Associates (Management Opinion, Aug., p. 96).

How to Prevent Chaos in the Computer Center—A few simple and inexpensive preventive measures can do much to preclude chaos in the computer center; by Alan Hoffberg, contributing editor (EDP Perspective, July, p. 94).

OCR: The Reliable Wizard of Input—Now faster and more accurate than ever, optical character recognition can help users with heavy paperwork volume overcome the input bottleneck; by Victor Lederer, associate editor; (Aug., p. 45).

'Personal' Computers Undercut the Control of DP Departments—Managers are now buying their own little systems at the local electronics store without reference to the data processing 'priesthood'; by Paul Newman, management consultant. (May, p. 71).

Self-Documentation Computer Programs—Self documentation in a computer program communicates to the reader both its purpose and function and the methods used to accomplish them; by Alen Hoffberg, contributing editor (EDP Perspective, March, p. 116).

Those Hidden 'Opportunities' for Computer Crime—Fraudulent activities involving misuse of DP equipment cost business millions of dollars a year, and are therefore rapidly gaining management's attention; by Debra Gottheimer, associate editor, Jan. p. 65).

EDITORIALS

Administrative Managers, the Bakke Case, and Proposition 13—In definite but different ways, two of this year's big news events have put administrative managers on the spot (Aug., p. 27).

All That Information, but Few Policies for Managing It—Increasing, administrative managers are becoming information managers, but lack policies that would help govern the information (Nov., p. 25).

Awards to Honor Achievement in WP Operations—A/M's sister publication, Word Processing World will announce the winners of a brand new awards program that honor outstanding accomplishments in WP operations (Dec., p. 25).

Best Titles Describe Jobs and Impart Prestige—An outline of four criteria that will aid the development of appropriate job titles (March, p. 27).

Bureaucracy: Horror Stories, Reform Efforts, and a Call for Tougher Management—A spotlight on the excesses of bureaucracy, the waste, duplications, petty harassments, and poor management (Jan., p. 27).

Congress Should Act to Reform the Civil Service—Bureaucratic reform of the Civil service system is most necessary, and long overdue (April, p. 27).

Evolution, Not Revolution, but Expect Surprises—What's going to happen in office automation over the next five years (Sept., p. 23).

For That Top Job, the Generalist Makes a Comeback—Multi-disciplined generalists are making a comeback in the contest for corporate leadership (July, p. 25).

GSA Scandals Hurt Everyone—General Services Administration scandals taint the administrative management profession (Oct., p. 19).

Managers Give Their Reasons for Quitting—The same reasons that generate employee turnover may be applied to turnover at the management level (Sept., p. 23).

Managers Must Look Outside the Office to do the Best Job Inside the Office—Managers should realize that running internal operations well for administrative profit is not the only factor—outside effects matter a lot (May, p. 27).

Merry Computerized Christmas—By 1988 seasons greetings will be much more electronic than we now realize (Dec., p. 25).

Mixed Report on Europe and the Hanover Fair—Nothing in the way of exciting new office products, but refinements were really signs of maturity (June, p. 23).

More Attempts to Control Federal Paperwork—By Presidential order, Executive Branch Agencies now must issue impact reports on the cost of major new regulations to industries and business. Such reform efforts, however, may be obscured by the glare of other Washington activity (June, p. 23).

New Look at a Not-So-Old Subject: Word Processing—WP has matured since many brought it into existence two years ago (April, p. 27).

Oil, Energy, and the "Offices of the Year"—What "Offices of the Year" have done about

the problem (Feb., p. 25).

On the Way to the Future, Take it Easy, Do it Right, and Don't Forget People—On the way to the "Office of the Future," consider common sense, along all the technology (March, p. 27).

The Business Lunch: Neither Lavish, Nor Overly Alcoholic—Uncovering of the three martini lunch as another myth in the annals of business folklore (May, p. 27).

The Tax Winds From Abroad Bode Stormy Sailing—If clues from abroad are any indication, a Social Security "crunch" in which relatively fewer younger workers must support greater numbers of retirees, is on the horizon. It is clear that higher taxes will have to make up the diference (Oct., p. 19).

Time to Recognize Telecommunications as a Major Function—Organizations today are at a telecommunications crossroads. Often, management fails to recognize telecommunications for the major function it has become (Aug., p. 27).

Transfer Cost, Even When Companies Pick Up the Tab—When employers pick up the expenses of a job-related move, 76 percent of transferred employees find that it costs them more to maintain the standard of living they previously maintained (Nov., p. 25).

Will the Postal Service Self-Destruct?—It is not likely to self-destruct, but its present form will wind down. It will play a lesser part in our centers of commerce, industry and population unless it markets modern services at attractice prices (July, p. 27).

FINANCIAL MANAGEMENT

A Formula for Making Every Hour Count—Making people aware of how they use—and waste—time must be the first step in any program to increase office productivity; by Philomena Warihay, president of a management counsulting firm, Take Charge Consultants, Downington, Pa. (March, p. 28).

Business Air Travel at the Best Price—If you can make firm plans reasonably far in advance, you can take advantage of a variety of discounted domestic fares; by Victor Lederer, associate editor (May, p. 31).

Cold Type Cheaper—According to the 1978 Typographers Ratio Report, phototypesetting is more profitable for typesetters than hot metal (Memo, Aug., p. 10).

Crime in the Workplace—A study completed by the American Management Associations indicated the crimes against business cost between $30 and $40 billion annually (Memo, July, p. 14).

Disappearance of Copper Penny Could Shock Consumers and Economy—What will happen, good or bad, if the Treasury Department stops minting pennies as planned? by Joseph Gawthrop, contributing editor (Managment At Ease, Sept., p. 114).

14 Ways to Cut Corporate Telephone Expenses—Communications is one of the most poorly managed operations in the office. Most companies could cut their phone bills by 20 percent; by Harry Newton, publisher of The Telecom Library (June, p. 67).

Managers' Salaries Keep Pace With Inflation and Taxes—Administrators earn an average of $27,770, A/M study shows; by William Selsky, assistant editor (Dec., p. 26).

Perks Evaluated—A study of 1978 proxy statements of 100 major U.S. industrial corporations reveals their dollar values on management perquisites (Memo, Oct., p. 10).

Pros and Cons of Self-Insurance—Partial or full internal identification can offer large dollar savings. Next to payroll, such protections are among the most costly business expenses; by Richard O. Moore, director of personnel and employee relations at St. Joseph's Hospital Health Center, Syracuse, N.Y. (June, p. 34).

Reduce Office Operating Costs to Increase Productivity—An assault on office operating costs offers new territory for managers concerned about productivity gains; by Fred A. Bell, senior vice president for marketing, at Steelcase Inc., Grand Rapids, Mich. (Management Opinion, Feb., p. 100).

Rental Escalation; A New Threat to Office Costs—Guides to the fine-print legalese that can up your expenses; by Robert L. Collins, vice-president controller, Real Estate and General Services Division, McGraw-Hill Inc., N.Y. (Dec., p. 30).

Ways to Save When Planning a Move—These eleven steps can help the manager responsible for the move make it as painless and easy as possible for all; by Thomas W. Hanrahan, president, Thomas W. Hanrahan Associates, New York. (Sept., p. 67).

Will Your Firm Get Paid?—Corporate credit executives express pessimistic economic outlook in survey (Memo, Oct., p. 9).

You Can Fight IRS—If you are subject to repetitive tax audits you can do more about it than just cry foul, according to the Commerce Clearing House (Memo, Sept., p. 14).

Zero Base Budgeting—It has worked more in planning than budgeting according to an analysis (Memo, March, p. 13).

Licensed Approach—A plan to license controllers and other financial executives (Memo, April, p. 9).

MANAGEMENT OVERVIEW

Bakke Decision—The Supreme Court's decision on the Bakke Case may not have a major effect on corporate Affirmative Action programs; by Donald E. Liebers, director of Equal Employment and Affirmative Action at AT&T (Management Opinion, Jan., p. 116).

Bureaucracy: The Excesses Set Too High a Price—The economic and psychological costs of bureaucracies can be enormous. These administrative structures have accrued too much power over our lives; by Victor Lederer, associate editor (Jan., p. 28).

Bureaucracy: There's Hope for Better Management—Federal and state governments are doing what business has always had to do: cut back on waste and duplicated effort; by Victor Lederer, associate editor (Jan., p. 34).

Census Act of 1977—The Census Act of 1977, may have severe consequences for business decision-making; by Robert Steventon, Barrett-Steventon & Associates, Arlington, Va. (Management Opinion, April, p. 134).

Coping With Business' Own Bureaucracies—Rumors of organizational restructuring efforts often command anxious attention—but such changes need not take place in an environment of fear; by David K. Lindo, certified professional contracts manager, Eagon, Minn. (Jan., p. 38).

Dealing With a Corporate Headhunter—Do's and don'ts of dealing with executive recruiters and employment agencies (based on William Cohen's The Executive's Guide to Finding a Superior Job). (Oct., p. 24).

Government Reorganization: How Real?—Shunning a 'Master Plan' approach, the Carter Administration is proceeding issue by issue, with Civil Service reform, the centerpiece for 1978; by Walter A. Kleinschrod, editor (Jan., p. 30).

How to Mismanage Junior Managers—Too often employees are promoted to responsible positions without the needed training: by Roger Fritz, president, Organized Development Consultants, Naperville, Ill. (Oct., p. 20).

Making Delegation Work—Sensible top management must be unafraid to tap the creative energy that exists at all levels of supervision; by James McMahon, freelance writer, Calif. (Aug., p. 52).

Management Problem Solutions Transcend National Boundaries—We should recognize the desirability of more completeness and immediacy in the international sharing of solutions to problems; The daily grind makes us lean toward being too provincial; by Joseph Gawthrop, contributing editor (Management At Ease, July, p. 96).

Managers Say: To Reform the System Make it Accountable—Breaking the logjams won't be easy, three administrators and an educator agree. This common thread runs through their suggestions on how bureaucracies can be reformed; by Victor Lederer, associate editor, (Jan., p. 41).

Preserving Management's Upper Hand in Labor Negotiations—In implementing their responsibilities, administrators must take into account the equities of all parties involved in the organization; by Walter E. Baer, specialist in industrial and labor relations (June, p. 24).

The Future Belongs to Those Who Grow, Adapt and Reflect—Success, however defined doesn't come along accidentally; by Joseph Gawthrop, contributing editor (Management At Ease, Jan. p. 106).

The Politics of the Matter—The corporate communications manager will be in a power slot. To get the job— you'll have to know the business; by Paul Neuman, management consultant, N.Y. (Aug., p. 34).

Trauma of a Systems Change—Major systems changes can cause severe emotional crises for managers; by Russell A. Johnston and Guy J. De Genaro (Nov., p. 66).

What's More Important: The Information or the Processing?—Now that we have the technology to provide 'nformation swiftly and abundantly, we must learn to deliver it in a more useable form. This will require understanding how people create and communicate information in all media; by Walter A. Kleinschrod, editor (Jan. p. 49).

What Speed of Communication Is Doing to Span of Control—Office technology advances will put more people under managers' direct supervision; by Paul Neuman, management consultant, N.Y. (Nov., p. 30).

Why Don't They?—If managers' directives aren't being followed, they should look to themselves to see whether subordinates understand their wishes; by Jeanne Lopinto, specialist in management and organizational development for financial companies, (Sept., p. 32).

OFFICE ENVIRONMENT

A Distribution Center With Charisma—Office of the Year' honorable mention. By analyzing the needs of individual employees, management at Caterpillar Tractor designed an open-landscape center to house 500 people; by Bea Scala, managing editor; (April, p. 31).

Accommodating the Handicapped in the Office—The Rehabilitation Act of 1973 requires many employers to make buildings accessible to the physically impaired; by Mildred Jailer, freelance writer, Maywood, N.J. (May, p. 81).

An Old Firm Finds a New Style—'Office of the Year' first award winner, Spiegel Inc.'s new headquarters reflects the company's new image and allows for optimum communications between the 500 employees that it houses; by Debra Gottheimer, associate editor; (Feb., p. 27).

An Office that Says 'Yes' to Environment—Office of the Year 'honorable mention' winner —Relocation to a new headquarters on the banks of Georgia's Cattahoochee River allows executives at the Simmons Co. to work more effectively in a quiet environment; (June, p. 30).

Designing an Office Around Administrative Support—Office of the Year 'Award of Merit'. How AT&T integrated a huge corporate complex into the rural reaches of Basking Ridge, N.J., by Debra Gottheimer, associate editor; (March, p. 33).

GSA's Experiment in Office Technology—'Office of the Year' honorable mention—The government constructed the Norris Cotton Federal Building as a living laboratory in order to test the latest energy-saving techniques; by Victor Lederer, associate editor (July, p. 31).

Getting a Handle on Energy Control—Buildings are generally overheated or overcooled, creating a cost crisis; by William Selsky, assistant editor (Tools of Administration Nov., p. 34).

New Level of Illumination Efficiency—Office of the Year 'Award of Merit'. Task and ambient lighting throughout the four floors of its new headquarters allows the Crowley Maritime Corp. to realize huge energy savings; by Debra Gottheimer, associate editor; (March, p. 30).

Office Horticulture: Leave it to the Pros—When it comes to managing office plants, contract the job; by Victor Lederer, associate editor (Oct., p. 49).

'Prupac' Combines the Best Elements of Two Design Approaches—'Office of the Year' honorable mention. Thoughtful workflow planning and amenities for employees make Prudential Property and Casualty Co.'s new home efficient and comfortable; by Victor Lederer, associate editor (May, p. 33).

The Future of Offices—The office as we have come to know it may undergo a metamorphosis or may even cease to be; by F.A. Dubiel, chief of Software & Techniques Div., Headquarters Tobyhanna Army Depot, Department of the Army (Management Opinion, July, p. 104).

The Office of the Future And You—Current interest in office automation stems from the

fact that it is directed at facilitating management's interface with the information network; by John J. Connell, founder and executive director of the Office Technology Research Group (April, p. 28).

Unity Without Uniformity in an Office Design—Office of the Year Honorable Mention winner. In their relocation to the Bank of Oklahoma Tower, The Williams Co.'s emphasizes integration of space design and office procedures; by Barbara Trenchard, assistant editor (Aug., p. 58).

What 1978 Holds for Office Systems—During the current year A/M will spotlight the latest developments in telecommunication, word and data processing, and other microprocessor-based systems which are reshaping the workplace (Jan., p. 47).

OFFICE EQUIPMENT

A Copier Efficiency Checklist—Here are twenty-four important issues for managers to consider when they must analyze office reproduction needs in selecting new equipment; Toshiba America (Sept., p. 64).

Dictation Equipment: Easier Because It's Sophisticated—An update on this fast-moving field with comprehensive charts that give detailed specifications of units; by Willoughby Ann Walshe, associate editor, Word Processing World (Oct., p. 39).

Electronic Future—In 10 to 14 years electronic mail equipment will be as commonplace in the business office as the typewriter is today (Memo, Sept. p. 13).

Electronic Mail Systems: The Ways to Go—A broad variety of technologies, from telegrams to facsimile to communicating word and data processing equipment are available to help business expedite its priority communications; by Victor Lederer, associate editor (Aug., p. 36).

Getting Rid of Those Confidential Documents—Probably never before has the need to destroy confidential information received so much attention. For many, shredders are the answer; by Barbara Trenchard, associate editor (Sept. p. 45).

How To Sit Down on the Job—Efficiently—Office furniture manufacturers are now building chairs that provide the type of back support workers in every job need; by Victor Lederer, associate editor (Feb., p. 34).

Installing a Small Computer—To get the most from a minicomputer, pay attention to details and expect surprises; by Robert S. Kintisch, management consultant, Executive Services Inc., Philadelphia (Nov., p. 26).

Machine Shorthand—Especially as it relates to word processing and the latest technology in computer transcription (Memo, Aug., p. 9).

More Power to the Calculator—Now that microprocessors are smaller, cheaper, and stronger than ever, the hand-held computer may soon be a reality; by Debra Gottheimer, associate editor (Tools of Administration July, p. 35).

New Copiers: Convenient and 'Intelligent'—During 1978, the major copier news is the marketing explosion of the desk-top convenience styles; by Richard E. Hanson, Richard E. Hanson Associates, N.Y. (Tools of Administration, Dec., p. 36).

Notice of Alert—High intensity mercury vapor and metal halide lamps can be dangerous if they continue to operate when the outer globe of the bulb is broken, punctured, or missing (Memo, March, p. 13).

Task Ambient Lighting: Often the Answer But Not the Panacea—The concept is still in its infancy, and has not, in every single application, lived up to the cure-all (June, p. 26).

The New Options in Workstations—Manufactures continue to design modular, ergonomically sound furniture for both open 'landscape' and more traditionally designed offices; by Victor Lederer, associate editor (Tools of Administration, Oct., p. 27).

Training Kits That Show and Tell—Virtually every topic of importance to the administrative manager is covered in books, slide shows, films, seminars, and individually designed courses; by Victor Lederer, associate editor (July, p. 48).

Typewriters That Remember—Often overlooked, The electronic typewriter comes into its own; by Barbara Trenchard, associate editor (Dec., p. 57).

OFFICE SECURITY

Office Security—Bi-monthly column concerning the security aspects of company office operations, by Belden Menkus, contributing editor.

There is no Need to Turn the Office into a Fortress—But there is no wisdom in pretending that safety problems don't exist (Feb., p 92).

The Security Program Is an Effort to Protect Corporate Assets—The essential assets of an organization include the buildings and equipment it owns and uses, the people who work for it, and the information that they work with. The security program is corporate management's continuing commitment to safeguarding those assets (April, p. 124).

Federal Computer Systems Protection Act of 1977—It could play a major role in the assurance of corporate survival (June, p. 102).

No Extension of Personal Privacy Legislation Until 1881—It appears that the provisions of personal privacy protection legislation will not be extended beyond Federal government agency operations before 1981 (Aug., p, 87).

The Job of Office Security Director Requires a Broad Background—The job of office security director shouldn't be turned over to a local ex-cop. Finding a director is easier when management knows what the person is to do, as well as the skills, training and experience required for the job (Oct., p. 110).

Where Do You Find a Security Director?—The first step to answering this question asks what the job will involve (Dec., p. 83).

PERSONNEL

Add to Health Plans—Employers are continuing to add or increase health and welfare benefits for their employees, according to a survey of personnel executives by the Bureau of National Affairs (Memo, Nov., p. 11).

All in the Family—Nepotism often provokes problems for employers (Memo, April, p. 9).

Creative Retirement—Program outline designed to assist employees preparing for retirement (Memo, March, p. 14).

Decision Making: Should Employees Get in on the Act?—The controversial participatory management concept allows employees to take an active part in shaping company policies; by Victor Lederer, associate editor (Sept., p. 51).

Does Honesty Pay?—Job seekers who tell the truth about their previous work histories are less likely to be hired than applicants who lie (Memo, Sept., p. 13).

Early Retirement—A breakdown of the significant features of the Age Discrimination in Employment Act Amendments of 1978 (Memo, July, p. 14).

Employee Absence—Determining the reasons for absences, and company policies in excusing or denying them was the subject of a recent survey conducted by the Administrative Management Society's Committee of 500 (Memo, July, p. 13).

Employment Down—Executive appointments reflect a cautious and uncertain business attitudes (Memo, June, p. 9).

Executive Turnover—The desire of executives to control their own lives was cited by a leading executive recruiter as a key reason for job changes by corporate managers (Memo, April, p. 10).

Flexitime a Success—Concept of flexible work hours is a success, according to a survey of 800 executives (Memo, Jan., p. 14).

Fringe Benefits—A recent study indicates that corporate executives are far less moved by fringe benefits when negotiating for a new job (Memo, June, p. 10).

Hiring in 1978—Employment demand expected to be good but not booming (Memo, Feb., p. 14).

'Indecision by Committee'—One out of three executives who receive attractive job offers turns them down, reflecting a growing frustration with the seemingly endless delays some firms have built into the hiring process; (Memo, Aug., p. 9).

Managerial Qualities Affect Employees' Work—Analyzing your managerial style can help you choose compatible subordinates; by Gary Studer, consumer finances manager, Form Systems Inc., St. Louis (Management Opinion, June, p. 108).

Personnel Budgets Rise—U.S. firms are spending more money than ever before to fund employee-related personnel department activities (Memo, Sept., p. 14).

Personnel Problem Clinic—Monthly Q/A column by Paul A. King, contributing editor. Topics include:

. . . limited disability benefits for pregnant women are now the law in New York; job applicant refused for heart attack history; keeping maiden name; nonmandatory retirement effects; loss of merchand.se in retail establishments; non-union job screening (Jan., pp. 112, 113).

. . . employees cannot be discharged for meeting to discuss working conditions in the office, NLRB says; heart murmur-handicapped discrimination; religious practices; mandatory retirement in California; female pay discrimination; retirement counselors; merit rating in small organizations; filling vacancies after employees discharged; race, sex discrimination; grapevine information; moonlighting (Feb., pp. 96, 97).

. . . bans on picketing of a Federal agency in a labor/management dispute is unconstitutional, Federal district court rules; retirement income plan effects on retired; rank and file formal employee performance appraisals (March, pp. 122, 123).

. . . a Virginia law makes it a misdemeanor to hire an illegal alien; failure to pay Federal minimum wages; chain of command and open door policies; employees choose IRA instead of pension plan; slipping on waxed floors (April, pp. 130, 131).

. . . tie-wearing rule for male employees; efficiency drops in work of long-term employee; employee fired for selling drugs (May, pp. 112, 113).

. . . heavy fines were charged to a union local and its international when a dissident member was beaten at a meeting; long intervals for pay raises for older workers; more than $155-a-week gas station manager not subject to Federal Wage/Hour Law; illegally employed minors; drunk on the job; older employees handing over duties to females, minorities; employment interviewers (June, pp. 104, 105).

. . . jobs which require extra effort, take more time and are more valuable, deserve higher pay, Federal Court rules; nurses' union; job opportunities for women in a company; time clock; grievances of non-unionized workers; retarded employees (July, pp. 100, 101).

. . . Western Union was found guilty of discriminating against pregnant women; good employee jailed in support case—company reaction; relationship between test and job; value of physical exams for job applicants (Aug., pp. 92, 93).

. . . a job applicant cannot refuse to fill out an unemployment application form on the grounds of discrimination; pay women as much as men—what if she's the only one in a job; should office administrator be expert in labor law; employees selling drugs; clerk giving unauthorized discounts; moonlighting (Sept., pp. 118, 119).

. . . managers win employee respect by saying 'I don't know', when appropriate; tax deductions for New Jersey employers; pay rate for employee benefit managers; employee 'time off' during work-day; women's and men's job absenteeism compared; employee claims he needs to be switched to the night shift (Oct., pp. 114, 116).

. . . Employee insurance benefit claims; employers reluctant to hire handicapped; discrimination insurance is lawful; filing Employee Retirement Insurance Act annual report forms; contents of ERIA manual; alcoholics protected in many states and the Federal government (Nov., pp. 96, 97).

. . . Office manager can't 'clean up desk'; age discrimination claim; compared expense of transferring employees or hiring foreign workers; ending an office brawl; employee use of slang in office (Dec., pp. 82, 83).

The Graduate—Growing number of businesses are accepting job applicants who have a liberal arts education rather than a professional degree (Memo, March, p. 13).

Wanted: Executives—Executive appointments reached record proportions in 1977 (Memo, Aug., p. 10).

What 'Ageism' Has Done to Retirement—While society should be sensitive to individual variations in capacity, 'standard' ages for life's activities are set by common sense; by Stephen Habbe, research associate with the Life Insurance Management Association, Hartford, Conn. (July, p. 28).

RECORDS MANAGEMENT

Bi-monthly column concerning the procedures in, and the analysis of, records management, by Anne Mutchler, contributing editor.

To Many People, Records Management Means Storing Paper Documents in File Cabinets—A good company will not benefit from the total scope of good management practices when important documents are left to individual departments' discretion (Feb., p. 94).

Set Up Guidelines for the Preparation and Dissemination of Written Communications—Control over the creation of written communications can serve to insure that managerial time is not wasted by the steady flow of unwarrented paper records (April, p. 128).

The Document Microfilm and Computer Team Simplify Consumer Correspondence Management Operation—The use of microfilm as a substitute for active paper records is proving to be of great convenience to the user (June, p. 98).

Five Steps to Improve Your Recordkeeping—By making facts easily available through logically arranged, uniformly maintained, and adequately housed records, a more effective recordkeeping service can be provided (Aug., p. 90).

How to Reduce Records Storage Costs—Too often, administrators overlook the necessary, but humdrum, by-the-numbers office operations. Nevertheless, these functions can be costly. Case in point: records management (Oct., p. 112).

Communication in Records Management—In communication—whether top management or subordinates, don't get carried away with your creativity. Be clear and concise—to be understood (Dec., p. 84).

SYSTEMS IMPROVEMENT

Air Freight: How it Works, What it Costs—Parcels of any size, weight, and dimension within airline regulations, can be transported almost immediately at costs that are generally quite reasonable; by Victor Lederer, associate editor (Sept., p. 28).

Anatomy of a Records Conversion—A pharmaceutical company switches to microfiche; by Irene Gring and John Tumelty, Merck Sharp, Dohme Research Laboratories, West Point, Pa. (Nov., p. 32).

Blueprinting a Workable MIS—Here are the facts on what's wrong with most management information systems and how to create one that's efficient and effective; by George E. Mueller, chairman, System Development Corp., Santa Monica, Calif. (Sept., p. 25).

COM: A Primer on an Important Changing Technology—Properly planned for and installed, these systems enable users to make significant improvements in EDP operations, distribution, and costs; by Joseph L. Kish, principal with Fe'vessy Associates management consultants, N.Y. (Jan., p. 53).

Computer Graphics: 'One Image is Worth 10,000 Printouts'—Microprocessor technology has opened a dynamic potential for incorporating visual capabilities into computer systems; by Debra Gottheimer, associate editor (July, p. 57).

Designing the Mailroom as a System—A capable manager, a well-trained staff, and a reasonably up-to-date plant will provide any organization with an economical, efficient communications center (March, p. 36).

Eight Concise Techniques for More Effective Management—A guide to the basic principles of sound administrative management; by Louis J. Frangipane, management analyst, ECI Division of E-Systems (Oct., p. 70).

Motivational Programs—Or How You Can Get More Out of You—Motivational programs range from soul-searching rural retreats to training-type films. No matter what form they take, the goal is management inspiration; by Victor Lederer, associate editor (Tools of Administration, Sept., p. 30).

New Defenses for a Safer Office—Security equipment must be viewed as a component in a broadly developed plan to create and maintain a safe environment; by Belden Menkus, contributing editor (March, p. 56).

New Services Come to the Aid of Employers—Software firms have developed programming that helps management perform a broad range of time-consuming payroll, personnel, and regulatory tasks; by Victor Lederer, associate editor (March, p. 52).

Reform at the County Level—An office services administrator in Georgia's Cobb County government took the initiative to make major reforms in his department's operations; by Loren S. Kennedy (Jan., p. 38).

Repro Finishing: The Move Is to a Fast Steady Work Flow—Flexibility and speed of equipment are the two most important elements in establishing a smooth-running in-plant operation; by Richard Green, consultant in publications publishing, and graphic arts, Deerfield, Ill. (April, p. 33).

Seek Alternative to Mail—Survey of management personnel shows 75 percent of respondents, foreseeing postal system's replacement (Memo, Oct., p. 10).

Systems That Set Type for You—Companies turn to in-house typesetting to save money and time; by Victor Lederer, associate editor (Nov., p. 51).

TELECOMMUNICATIONS

Achieving the System That's Right for You—It's important to consider possible future needs for expanded capabilities and monitoring equipment before signing the rental contract; by Frank K. Griesinger, contributing editor (Aug., p. 39).

AT&T's New Advanced Communications—This new system may change the traditional view of data communications; by Jerry Striplin, contributing editor (Telecommunications, Sept., p. 116).

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